

Introduction to Food and Beverage

Introduction to Food and Beverage (F&B) Operations

Operations

Key concepts, functional areas, and best-practice fundamentals for managing food-service establishments.

1. Overview of Food & Beverage Operations

Aspect	Description
Definition	The planning, preparation, service, and control of food and beverage products for internal (e.g., hotel restaurants) or external (e.g., stand-alone restaurants) customers.
Core Objectives	• Deliver consistent quality and guest satisfaction • Maximize revenue and profit margins • Maintain safety, hygiene, and regulatory compliance
Typical Environments	• Hotels & resorts (banquets, room service, bars) • Quick-service (QSR) and fast-casual chains • Fine-dining restaurants • Institutional outlets (cafeterias, hospitals, schools) • Catering & event services

2. Organizational Structure

General Manager / Director of F&B

?

??? Executive Chef (kitchen operations)

? ??? Sous Chefs / Kitchen Supervisors

? ??? Line Cooks, Pastry, Garde-Manger, etc.

?

??? Food & Beverage Manager (front-of-house)

? ??? Restaurant Managers

? ??? Banquet/Events Manager

? ??? Bar Manager

? ??? Service Staff (servers, hosts, bartenders)

?

??? Support Functions

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??? Purchasing / Procurement
??? Inventory & Cost Control
??? Human Resources / Training
??? Marketing & Sales

The exact hierarchy varies by size and concept, but clear lines of authority and communication are essential.

3. Key Functional Areas

Functional Area	Primary Responsibilities	Key Performance Indicators (KPIs)
Menu Planning & Development	• Concept alignment, cost analysis, recipe standardization, nutritional labeling	• Menu item profitability, contribution margin, menu turnover
Purchasing & Procurement	• Supplier selection, price negotiation, order scheduling, receiving inspection	• Cost of goods sold (COGS) %, purchase price variance (PPV)
Inventory Management	• Stock counts, par level setting, waste tracking, FIFO/LIFO control	• Inventory turnover, shrinkage rate, waste %
Production & Kitchen Operations	• Recipe execution, portion control, equipment maintenance, sanitation	• Kitchen yield, prep time, labor productivity
Service & Front of House	• Guest interaction, order taking, table turnover, upselling	• Guest satisfaction scores, table turn, average check
Financial Control	• Budgeting, forecasting, P&L analysis, cost control	• Gross profit %, EBITDA, labor cost %
Quality & Safety	• HACCP compliance, health inspections, allergen management	• Inspection scores, incident reports, recall frequency
Marketing & Sales	• Promotions, loyalty programs, digital presence, event bookings	• Revenue per available seat hour (RevPASH), booking conversion rate

4. The Service Cycle (Step by Step)

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1. Reservation / Guest Arrival

Operations

- Confirm booking, manage waitlist, greet guests, assign seating.

2. Menu Presentation

- Offer menus, highlight specials, address dietary restrictions.

3. Order Taking

- Use POS system, confirm modifications, upsell complementary items.

4. Food & Beverage Preparation

- Kitchen receives